

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Request for an Executive Interview with the DDA

FRC

2D-08 Hqs

EXTENSION

NO.

DDA-2258X/89

DATE

11 December 1989

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

2.

3.

DC/CMS

4.

5.

Mr. Rae Huffstutler
DDA

6.

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15.

DD/A REGISTRY

FILE: OFM-31-AR

~~SECRET~~

14 December 1989

MEMORANDUM FOR: Mr. Rae Huffstutler
Deputy Director for Administration

STAT FROM:

[REDACTED]
Directorate of Operations Women's Executive
Leadership (DOWEL) Program Participant

SUBJECT: Request for an Executive Interview

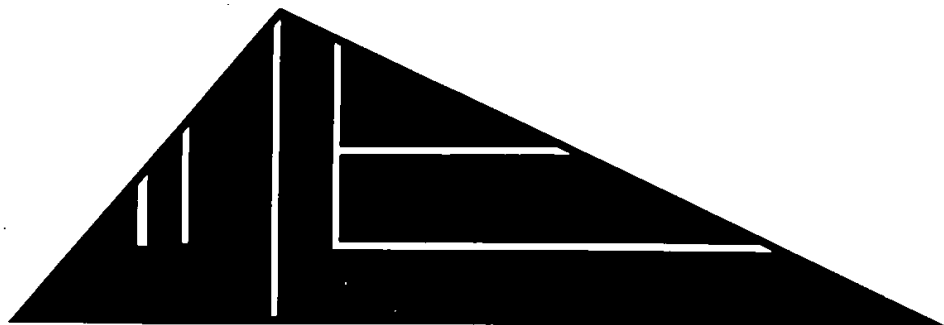
1. I am one of four officers chosen to participate in the premier running of the Directorate of Operations Women's Executive Leadership (DOWEL) Program. The program features a series of supervisory and managerial training, coupled with developmental experiences, designed to prepare the participants for future opportunities as supervisors and managers. A requirement of the program is that each participant conduct several executive interviews. I am requesting that you consider giving me the opportunity to interview you.

2. The purpose of the executive interview requirement is to provide opportunities to gain critical information for long-term career planning and development; to gain insight and knowledge about the role of a federal executive through personal interactions and to provide an opportunity for personal interaction with high level executives.

3. I would consider it an honor to have the opportunity to meet with you and I hope favorable consideration will be given to my request. I can be reached on secure telephone

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INTRODUCTION

The Directorate of Operations Women's Executive Leadership (DOWEL) Program is dedicated to the career enhancement of DO women. Patterned after the Office of Personnel Management (OPM) Women's Executive Leadership (WEL) Program, the DOWEL was created to provide DO women the same level of opportunity experienced by WEL participants. Both programs feature a program of supervisory and managerial training, coupled with development experiences, designed to prepare high-potential women for future opportunities as Agency supervisors and managers. The DOWEL program is unique in that covert employees can obtain the full benefits of program participation.

WEL
DO

PROGRAM FOCUS AND OBJECTIVES

Career ENHANCEMENT rather than ADVANCEMENT is the focus of the DOWEL Program. Toward this end, emphasis is placed on four specific areas of executive expertise needed by supervisors, managers, and executives for successful job performance:

- Direction and guidance of programs, projects and policy development.
- Resource acquisition and management.
- Utilization of human resources.
- Review of implementation and results.

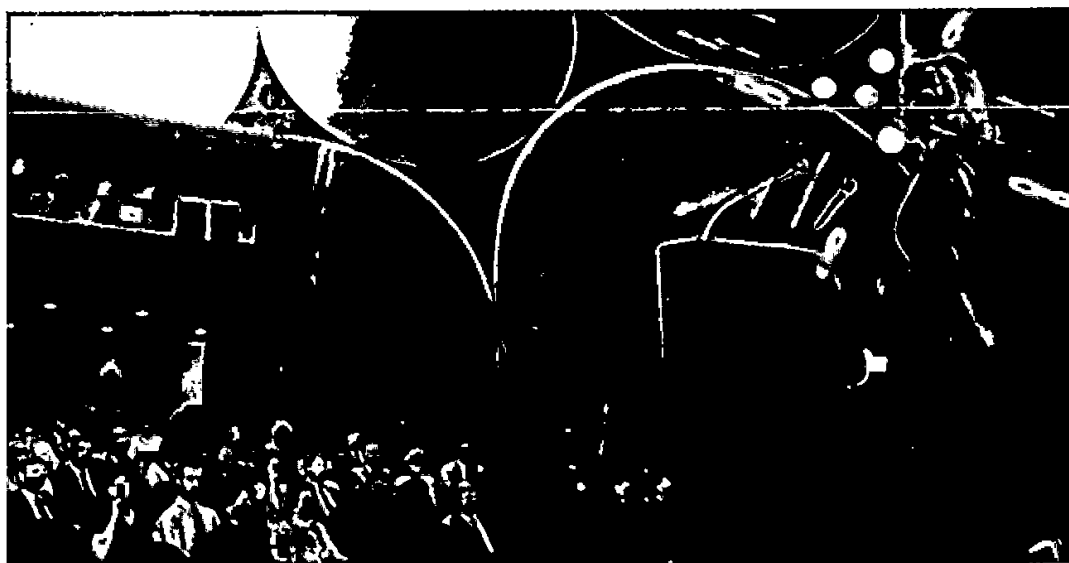
The basic objective of the Program is to prepare talented DO women with the executive-level skills, knowledge, attitudes and experiences necessary for successful future performance in the supervisory or managerial environment.

Other objectives are:

- To provide early identification of individuals who have the potential for long term careers as supervisors, managers and executive role models.
- To provide training and developmental experiences that are tailored to the participant's needs.
- To provide rotational assignments that will give participants a broad overview of comparative managerial environments and a greater understanding of how their specialty relates to these other environments.

TARGET AUDIENCE

The target audience for the DOWEL Program is non-supervisory women, at the GS 11-12 level, with 4-10 years of Agency work experience. Applicants must have demonstrated, through work performance, that they have exceptional supervisory and management potential. Also, applicants must have displayed the professionalism and capacity to handle 8 months of full time training.



THE LEADERSHIP CHALLENGE

(1) INDIVIDUAL NEEDS ASSESSMENT

During the initial portion of the Program, each participant's level of managerial skills will be assessed through the use of the Management Excellence Inventory (MEI) and the Management Excellence Framework. Participants will also take the Myers-Briggs Type Indicator. Results of these tests and discussions with psychologists, career counselors and peers will be used by the participant and the supervisor to clarify the specific needs of the participant. Using this information, the participant will formulate an individual development plan.

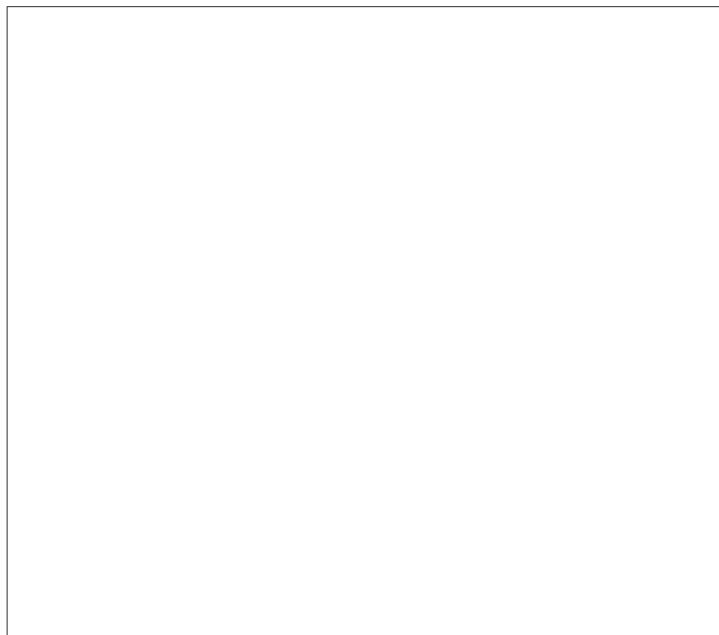
(2) INDIVIDUAL DEVELOPMENT PLAN

Each participant's Individual Development Plan (IDP) serves as their unique "blueprint" for the 8-month developmental program. An IDP will define the participant's specific developmental objectives and the action plan for achieving these objectives through the year's developmental activities. Preparation of the IDP will be coordinated with the supervisor and the DOWEL Program Coordinator.

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(5) SHADOWING ASSIGNMENT

Each participant will be required to complete a 1-week shadowing assignment to gain exposure to managerial excellence through "shadowing" a Federal manager at the GS-13 level or above.



(6) PROGRAM IMPACT PAPER

Each participant will submit an impact paper, at the end of the program year, addressing the program objectives which were accomplished and the likely impact of the program on the participant's career. A copy of the impact paper will be provided to the first-line supervisor and to the DOWEL program coordinator.

(3) TRAINING

The DO Career Management Staff, (DO/CMS) will design a block of management training based on the results of the Management Excellence Inventory. This training will begin with the Mid-Career Course and include one external course given by the American Management Association.

(4) ROTATIONAL WORK ASSIGNMENTS

Each participant will be required to complete a 60-day (calendar) and a 30-day assignment outside their current office, to provide breadth of work experience. This requirement means that participants will be physically away from their offices for the entire number of days required for each rotational assignment.

QUALIFICATION, APPLICATION, AND SELECTION

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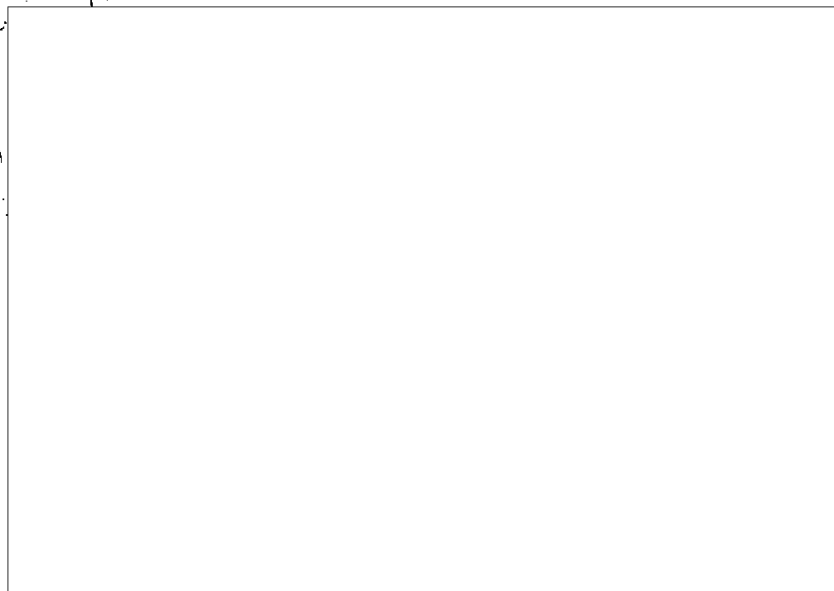
The DOWEL Program is open to full-time, staff employees in grades GS-11 and GS-12. Participants must have between four and ten years of active Agency service. Candidates may apply with the agreement of their components that they will be in full-time training for 8 months.

Overt employees are eligible to apply to the Office of Personnel Management's Women's Executive Leadership Program administered by OTE.

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Candidates for the DOWEL Program may apply directly to the DOWEL Program Coordinator, CMS, 2C42 OHB, An application is provided with this brochure. All applications for the DOWEL Program must be received in CMS by 10 July 1989. Participants will be selected by a panel chaired by CMS and made up of component PEMS officers. Selection and notification of participants will occur during the week of 24 July 1989. The DOWEL Program starts on 5 September 1989.

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**DIRECTORATE OF OPERATIONS
WOMEN'S EXECUTIVE LEADERSHIP PROGRAM
APPLICATION FORM**

NAME

SSN

DOB

EOD

OFFICE ADDRESS

PHONE

EDUCATION (DEGREE)

WORK HISTORY:

WHY DO YOU WISH TO BE CONSIDERED FOR THE DOWEL
PROGRAM?

SIGNATURE OF APPLICANT

DATE

SIGNATURE OF SUPERVISOR*

DATE

*NOTE: This signature certifies that the above-named applicant
may be released for the purpose of full-time training.

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